



Operational Plans and Joint Force Development Directorate (J-7), The Joint Staff

“Once Around the Pattern”

Military Education Coordination Council Working Group

25 April 2007



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JPME Surveys
JFEC
SAE List
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MAJ Kat Baldino Jordan
Ops Plans Support for:
- MECC
- JFEC
- PAJE
- EPMEP
- Capstone/Pinnacle
- JS Visits
- etc



Ongoing Actions and Updates



JEB Working Actions

- **JEB Calendar (Handout)**
- **Instructional JSCP: J5 estimates completion NLT Jun 07 after JSCP is completed**
- ✓ **Final PDM Study on Cultural and Regional Awareness in PME submitted to J-8 (Copies already provided to WG)**
- ✓ **Final IW task 2.6.8 (Ensure DoD cadre of Campaign Planners & Strategists are competent in IW) is approved by DepSecDef (Copies available upon request)**
- ✓ **CJCS Letter encouraging Services assign JAWS graduates to joint assignments (in packet)**
- ✓ **AY 07-08 SAE List Approved (in packet)**
 - **Counter Ideological Support for Terrorism (CIST)**
 - **Military Support to Security, Stability, Transition, and Reconstruction Operations (SSTRO)**
 - **Operational Net Assessment (ONA)**
 - **Irregular Warfare (IW)**
 - **Strategic Communication (SC)**

COCOM Query on IA Coord Skills



Interagency Coordination Skills

- Issue 06-002/06-003: Military personnel assigned to COCOMs are not formally trained and educated to accomplish doctrinal interagency coordination tasks. Without a DOD-wide interagency coordination training and education program, interagency coordination will remain ad hoc.
- Discussion: Joint Doctrine guidance (JP 3-08, March 2006) exists regarding interagency coordination in Joint Operations. Interagency coordination is a topic inside of JPME however it is not specifically aimed at preparing future COCOM staff officers for their immediate responsibilities. On-line course offered by JKDDC provide tailored solutions to some aspects of the shortfall, however the courses are not necessarily comprehensive, nor is completion required.
- End state: A Force Development program that provides comprehensive training and education to military personnel on doctrinal interagency coordination tasks, to include (via policy directive) the forcing function and tracking mechanism to ensure compliance. Military personnel ordered to COCOM staffs are directed to complete a program on interagency coordination skills prior to reporting to duty; time is allotted for the individuals to do so.
- POA&M: JSJ7 propose an ADL course based on JP 3-08; submit proposal IAW JKDDC processes. JSJ7 include requirement to possess interagency coordination skills as an objective in the draft Joint Individual Training Policy. OSD develop appropriate personnel policies to ensure completion prior to COCOM Staff assignment. COCOMS review current Officer and Enlisted PME Policies and submit topic as 2007 "CJCS Special Area of Emphasis" for IPME. COCOMS included interagency coordination-related objectives in their joint training plans IAW current Airman High Interagency Training Issues.

OCT 06

- Identify available and planned JKDDC courses
- Identify additional courses for c

JAN 07

COCOMs provided feedback to JSAP 00329-06.

MAR 07

JKDDC update course development plans.
LMS

APR 07

JKDDC deploys interagency training via LMS

SEP 07

JS J7 update on JIT. COCOMs update on training plans.

- Eliminate all references to Integrated Operations
- Combine Education & Training issues to one issue focused on JP 3
- DODD (draft) on Integrated Operations

JPME I MOA Implementation Plan



Phase I: Identify Requirements

- Services identify ILC non-host manpower needs
- Define non-host military faculty attributes and job descriptions

Phase II: Finalize MOA

- Develop JPME I MOA implementation Instruction
- Staff MOA plan through Services

Phase III: Sr Ldr Approval

- Info Brief to MECC/WG
- Approval of plan by Service Chiefs of Personnel or Manpower.
- Modify recommendations as appropriate

Phase IV: Implement

- Services assign non-host military faculty IAW non-host fill action timeline (if required)

J-7 Host WG sessions w/Services Reps

May '07 - Jun '07

Jul '07 - Sep '07

Oct '07 - Nov '07

Summer '08

JPME I MOA Battle Rhythm...Four Phases of Implementation



JPME-II

Alternate Delivery Options

• Services Support

- All options that increase JPME II attainment
- Retention of the JCWS at JFSC
- The DL conundrum that svc mbrs assume the burden which affects quality of life
- DL options hosted/managed by service SLCs as well as NDU/JFSC
- DL access to all officers regardless of nature /location of current assignment
- Minimizing TAD/TDY periods or req'ts
- Abeyance of student mix requirements
- Coordinate eff LO/LO develop legislation

• COCOM / Joint Staff Support

- All options that increase/maximize JPME-II attainment
- Completion of JPME-II prior to reporting for duty
- Completion early in a joint tour
- JFSC Summer Surge coincides with PCS enroute
- Minimizing TAD/TDY from Joint Duty assignment
- DL options which "push" the burden on the svc mbr or service
- Service funding of TAD/TDY
- Avoiding/minimizing structured class requirements which impact travel and deployments within the AOR
- JKDDC/DL in lieu of in-resident delivery
- Cross-service acculturation occurs on-the-job

Road Ahead:

1. Task NDU to cost out the satellite campus and AJPME model
2. Develop COAs deemed feasible (focus on Time, \$\$, people implication)
3. Take to TANK for decision
4. Follow-up w/ HASC/SASC for legislative support. Other factors include
 - JPME-II full implementation in SLCs
 - Positive reaction to JQSIP
 - Potential Demonstration Project Authority



Future Joint Qualified Officer System and its Impacts on Colleges/Universities

Joint Qualification System Implementation Plan (JQSIP)



- **OSD (P&R) IAW NDAA 07 direction to establish a system which advances the concept of career-long accumulation of joint experiences, education, and training**
 - Methodology for accounting is a points system
 - Recognizes four levels of qualification
 - Transitions from JSO to JQO
- **Authority to count retroactive joint experience**
 - AC receive joint experience credit (starting from 11 Sep 01)
 - Reserve Component (joint experience credit allowed dating back GNA 1986)
- **Officers may gain joint experience while serving in a Service billet; however Service billets will not be placed on the JDAL (also applies to JPME I Instructors)**
- **JDAL will remain. SLCs need to ensure it reflects actual requirements (JDAL board held twice annually)**
- **JQSIP becomes effective 1 Oct 07, priority processing will be 0-6s going before 0-7 promotion boards between 1 Oct 07 - 1 Apr 09**

JOINT QUALIFICATION CRITERIA & POINTS FORMULA

LEVEL	CRITERIA
I	a. Awarded upon joint certification of pre-commissioning <u>and</u> basic officer course completion. -- These courses provide learning objectives dealing with "Joint Introduction and Awareness". b. Junior Officers are focused on Service competencies. c. Qualification points begin to accrue following commissioning via opportune joint experiences, joint training, joint exercises, and other education.
II	a. Awarded upon completion of JPME I, accrual of 18 points, and certification by the CJCS. b. A minimum of 12 points must come from "Joint Experience" c. Additional points may be derived from joint experience, joint training, joint exercises, and other education
III	a. Awarded upon completion of JPME II or AJPME (Reserve Component officers), accrual of 36 total points, and certification by the Secretary of Defense or his designee. b. A minimum of 12 "Joint Experience" points must have accrued since award of Level II c. Additional points may be derived from joint training, joint exercises, and other education d. Formal designation: Joint Qualified Officer (JQO) e. Effective 30 Sep 2008, JQO required for appointment as an O-7 (AC Only)
IV G/FO Only	a. A b. A G/F

Point Accrual Formula
JOINT QUALIFICATION LEVEL = JOINT EDUCATION + **EXPERIENCE** Pts + **OTHER** Pts

Joint **EXPERIENCE** Points = Duration (Months) x Environment Factor*
*Combat: 3, Non-Combat: 2, Steady-state: 1

OTHER Points = Education + Training + Exercise
Education / Training = degree or certification related to "Joint Matters" [Pts TBD]
Exercise Points = Role [Participant (1pt), Planner (2pts), Leader (3pts)]

certification by
ment in a



Process for Accreditation of Joint Education Status and Initiatives

PAJE Status Report

Senior Level	Last PAJE Assessment	Status	Next Assessment
ICAF (NDU)—single-phase	Nov 06 JPME I/II Reaffirmation		Feb 2011 Reaffirmation
NWC (NDU)—single-phase	Nov 06 JPME I/II Reaffirmation		Nov 2010 Reaffirmation
AWC	Nov 06 JPME II Certification		✓ Nov 08 Accreditation
MCWAR	Sep 06 JPME II Certification		✓ Sep 08 Accreditation
USAWC (res)	Nov 04 JPME I Accreditation		✓ 24-28 Sep 07 JPME II Certification
USAWC (non-res)	Jan 04 JPME I Reaffirmation		Jan 09 Reaffirmation
CNWC	May 2003 JPME I Reaffirmation		✓ 13-18 May 07 JPME II Certification
Intermediate Level	Last Assessment	Status	Next Assessment
ACSC	Jun 02 JPME I Reaffirmation		✓ 15-19 Oct 07 Reaffirmation
Army CGSC (Res)	Mar 05 JPME I Accreditation (Cond)		✓ Mar 08 Accreditation
Army CGCS (CL Sites)	Mar 05 JPME I Accreditation (Cond)		✓ Mar 08 Accreditation
Army CGSC (“M” crse)	Jun 05 JPME I Certification		✓ 13-17 Nov 07 Accreditation
Army CSGC (“S” crse)	May 06 JPME I Certification		✓ May 08 Accreditation
Navy CSC (Res)	Oct 04 JPME I Accreditation		Oct 09 Reaffirmation
Navy CSC (non-Res)	Oct 04 JPME I Accreditation		Oct 09 Reaffirmation
USMC CSC (Res)	Mar 02 JPME I Accreditation		✓ Mar 08 Reaffirmation



PAJE Process Proposal

- Background

- During the **Reaffirmation** reviews of ICAF and NWC, the PAJE Chief used an off-site assessment methodology that required the schools to submit an abbreviated self-study that addressed the Standards/Learning Areas that were assessed as “Partially meeting standards.” Abbreviated self-studies were provided to the Team Members and EXCOM that participated in the previous on-site assessment. All recommended that the “conditional” status be removed. PAJE Team Chief then briefed the DDJS-ME who approved the assessment.
- Current policy allows for both “follow-on reports and/or follow-on visits for **Conditional Reaffirmations/Accreditation**” reviews.

- Analysis

- While **Certification** and **Reaffirmation** assessments should always require on-site visits, the opportunity exists to expand the off-site assessment methodology used in the scenario above (**Conditional** reviews) and **Accreditation** visits that follow the on-site **Certification** visit.
- Decision factors on which assessment methodology include the number of standards/learning areas that “partially met” standards, the severity of the infractions noted and the time that has lapsed since the last “on-site” assessment.
- Two new options for Consideration. Decision rests with DDJS-ME
 - **Follow-on Report Only.** Must include the steps the school has taken to implement the suggestions made in the PAJE report, address the “fixes” the school has implemented as well as report any new initiatives the school has implemented.
 - **Focused PAJE Team Visit.** Team conducts an abbreviated visit with focus being on the areas rated “partially meets” or “Does not meet.” No reassessment of an area previously assessed as met standards

Potential Candidates for New Methodology



Next Step

- Implement this methodology immediately and amend the OPMEP during the next update
- PAJE Chief will assess and confer with the EXCOMS to determine the methodology that will be used for each follow-on assessment

Senior Level	Last PAJE Assessment	Status	Next Assessment
AWC	Nov 06 JPME II Certification		✓ Nov 08 Accreditation
MCWAR	Sep 06 JPME II Certification		✓ Sep 08 Accreditation
Intermediate Level	Last Assessment	Status	Next Assessment
Army CGSC ("M" crse)	Jan 05 JPME I Certification		✓ 13-17 Nov 07 Accreditation
Army CGSC (res)	Mar 05 JPME I Accreditation (Cond)		✓ Mar 08 Accreditation
Army CGSC (non-res)	Mar 05 JPME I Accreditation (Cond)		✓ Mar 08 Accreditation
Other JPME	Last Assessment	Status	Next Assessment
JAWS—single-phase	Jun 06 JPME I/II Certification		✓ 9-13 Apr 08 Accreditation
AJPME (RC only)	Nov 06 Certification		✓ Nov 08 Accreditation



Faculty Accounting PAJE Standing Operating Procedures (SOP)

- **Purpose:**

- **Provide all Joint Professional Military Education (JPME) I/II institutions with information that explains the accounting methodology for faculty and the applicable ratios used during PAJE Team assessments.**

- **Goal:**

- **Not to replace the policies outlined in CJCSI 1800.01C, Officer Professional Military Education Policy (OPMEP)**
- **Standardize the application for accounting for faculty mix and student-to-faculty ratios**

- **Next Step:**

- **Circulate SOP to experienced PAJE members for review and comment before distribution**

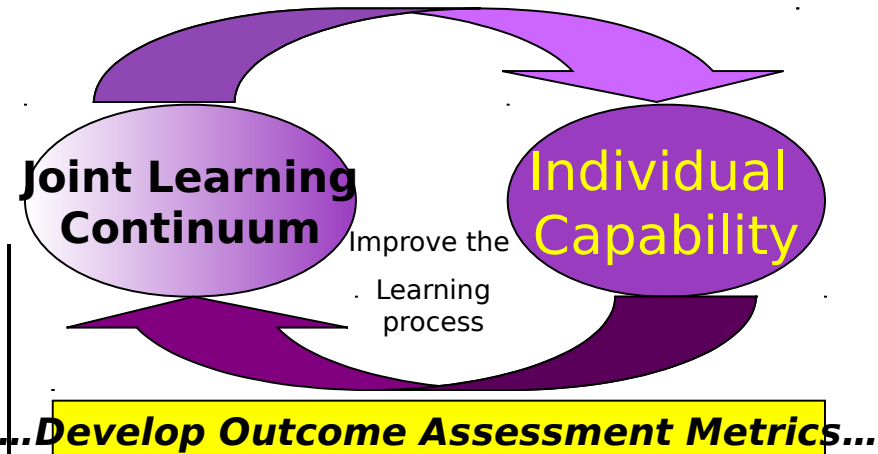


Joint Leader Competencies Way Ahead

Joint Leader Competency Model - Way Ahead



We Must...Parse accepted model to the JLC Pillars - Training, Education, Experience...



"Joint experience accrues where jointness is applied"

**...Develop the "joint litmus test"...
Transform the JDAL**



CJCS JOD Vision - Joint Leader Competency Model

• Service Comments

- Concur, with results; which require further study to validate
- Convene a WG composed of JS & SVCs to discuss the way ahead...report to next MECC WG
- Follow-on actions are needed...as described in the Caliber Study
- No officer will ever attain 100% "proficiency" in each competency
- JPME should only focus on Uniquely Joint Competencies
- Study sample size(s) render the study as biased
- Only senior officers were interviewed
- No empirical data to substantiate the interview process
- No reference to the SOCOM, JFCOM studies, or service models
- Method flaws preclude foundational use of the CALIBER study for follow-on study
- Concur w/out comment

• COCOM Comments

- Institute the model into JPME...best delivery venue
- Mode and method of delivery will determine success
- Create a Joint War College with representative military faculty
- Need focus on competency development of junior (level) officers...focus on O-6s is too narrow
- No training structure exists to supplement JPME and/or reduce redundancy
- Concur; method and analysis...accurate & legitimate
- Need greater definition of Associated behaviors
- CCJO is an appropriate descriptor of future joint leaders
- Study lacks level of detail to affect OPMEP
- Accept the JLC model and incorporate in OPMEP
- Concur w/ competencies and sub-competencies; but needs "functional" competency development



Definitions & Rules of Engagement

Definitions:

- **Develop** - The primary learning venue for development of the competency / sub-competency
- **Reinforce** - A learning venue which repeats and/or reinforces the joint context of a previous developed competency / sub-competency
- **Supplement** - A learning venue which adds joint context to a previous developed Service competency / sub-competency (ie., taxonomy shift)

Rules of Engagement:

1. Only one (1) "**D**" should apply to any single competency or sub-competency
2. Multiple "**R**" and "**S**" assessments could apply to any single competency or sub-competency

Task

WG members complete/coordinate completion of the applicable tables for your particular school or Service...Return by _____ (?? JSAP ??)



Illustrative Assessment of S-ILC

JPME-I

(Service / School)

Competency Sub-Competency	JPME	Service PME	JIT	1 of 2 Exp Self- Dev.	2
<i>Joint Warfighter.....</i> Optimizing Joint Capability Applying Operational and Strategic Art Joint Perspective	D X X X	S X X X	S X X X	R/S X X X	R/S X X X
<i>Leading Organizations and People.....</i> Moral Courage Ethical Leadership Developing Others Taking Care of People Inspiring and Transforming Resource Stewardship Establishing a Culture of Accountability	S X X X X X X X	D X X X X X X X	S X X X X X X X	R/S X X X X X X X	R/S X X X X X X X
<i>Global and Cultural Astuteness.....</i> Global Awareness Cross-Cultural Savvy	S X X	D X X	S X X	R/S X X	R/S X X

Dvelop / **R**einforce /
Supplement



Illustrative Assessment of S-ILC

JPME-I

(Service / School)

Competency	Sub-Competency	JPME	Service PME	JIT	Exp 2	Self- Dev. 2
<i>Visioning and Strategic Thinking.....</i>		D	S	S	R/S	R/S
	Visioning	X	X	X	X	X
	Strategic Planning	X	X	X	X	X
	Anticipating 2nd and 3rd Order Effects	X	X	X	X	X
	Adaptability	X	X	X	X	X
	Sound Judgment	X	X	X	X	X
	Managing Information	X	X	X	X	X
<i>Tailoring Communication.....</i>		S	D	S	R/S	R/S
	Adapting Communication	X	X	X	X	X
	Providing Direction and Delegating	X	X	X	X	X
	Active Listening	X	X	X	X	X
<i>Fostering Collaborative Relationships.....</i>		S	D	S	R/S	R/S
	Building Teams	X	X	X	X	X
	Building Coalitions	X	X	X	X	X
	Negotiating	X	X	X	X	X
	Building Trust	X	X	X	X	X
<i>Life-long Learning.....</i>		S	D	S	R/S	R/S
	Self Development	X	X	X	X	X
	Self Awareness	X	X	X	X	X

Develop / Reinforce /



Policy Updates



The Next OPMEP (ver .01D) - Way Ahead

- ☐ **Accept the Joint Leader Competency Model**
 - **JSAP 7A 306-06 (Service, NDU, COCOM); JCS Tank**
 - **“Map” Competencies to the JLC...MECC WG task**
- ⇅ **Convene an OPMEP WG - next OPMEP (.01D)**
 - ☐ **Revision (.01D) or Change 1**
 - ☐ **Assess need for additional research**
 - ☐ **Consider tenets of the CJCS Vision for JOD**
 - ☐ **QDR 2006 assessment of the 21st Century Total force**
 - **Irregular Warfare, SSTR, Culture/Regional Awareness, Language Skills, Building Partnership Capacity, Strategic Communication, NDU/NSO**
 - ☐ **Training Transformation (T2) Strategic Plan**
 - ☐ **Assess Congressional reaction to the Strategic Plan & JQSIP**
 - ☐ **Determine process for Outcome Assessment**
- ☐ **Assess legislative authorities/relief in FY07 NDAA**
- ☐ **Develop Joint Leader/Leadership Doctrine**



OPMEP Change / Revision - Topics

• **Curricula ***

- Expand HD/CS topics at Precomm and GO/FO
- QDR topics; IW, BPC Strat. Communication
- Culture Awareness & Regional Expertise
- Language proficiency
- DODD (draft); Integrated Operations (doctrine)
- DoD Human Capital Strategy
- Joint Lessons Learned; SAE process
- Parent Service DL courses from other Svc campus
- Role of the Chairman's Chairs
- **Competency-based LA\LOs & Outcome Assessment metrics and process ***

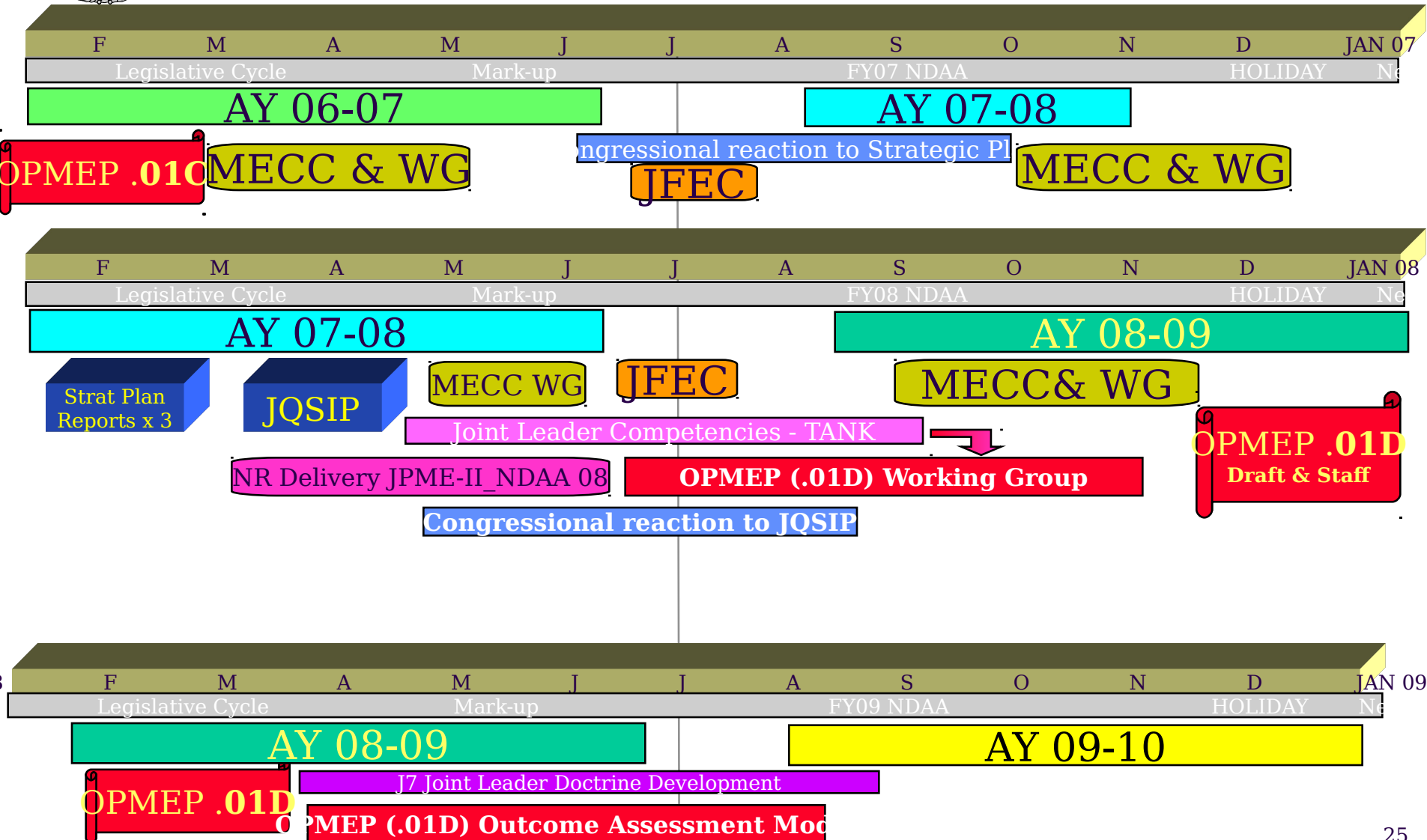
• **Policy**

- Consistent language on Student / Faculty requirements (mix, ratio)
- How are USCG students counted (Sea Svc or IA)
- **Competency-based LA\LOs & Outcome Assessment metrics and process ***
- JQSIP considerations
- Faculty Quality; nomination process, Military PhDs
- Student pre-assessment; consistent process
- PAJE; SAV, Advance Team, Abbreviated Assessments, Go/No Go decision points
- **NR Delivery of JPME-II (legislative relief) ***
- ILE early release
- Triennial report format

* **Revision required**

Revision (.01D) or Change 1 ?

“OPMEP 01D Revision” Nominal Timeline





Enlisted Military Education Review Council (EMERC) Working Group - 12 April Outcomes

- **Explore opportunities for Senior Enlisted to attend JCWS.**
- **Seek options to establish a Joint Force Battle-staff Trainer.**
- **Continue efforts to find a Senior Enlisted member to serve in the Joint Education Branch.**
- **Incorporate modifications to enable JFSC to centrally manage the SEJPME course that includes a feedback mechanism, completion certificates, and a process to maintain Service specific content.**
- **Set a timeline to make SEJPME a pre-requisite for Keystone.**
- **Status on integrating Basic and Career EJPME into Service NCO Schools to be reflected in Triennial Reports.**
- **Per the EMERC May 06 a Joint Education Curriculum Committee was formed and met 10-11 April for the first time. This forum will be for Curriculum Designers resident and non-resident.**
- **Above items and suggested EPMEP changes to EMERC in Aug for decision**



Future National Security Professional Development Initiatives



Draft EO for NSPD

- **Establishes US policy on national security education, training, & experiences for national security professionals**
- **Tasks an NSPD strategy within 60 days of the EO**
- **Governance: Executive Steering Committee**
- **Common view: An “administration legacy”**

State of Play (24 April 07)

- **Near-term staffing of EO by OMB; complete w/in 30 days**
- **Executive Order expected to POTUS within 30-40 days**



Draft National Strategy

- **Provides framework to prepare and utilize national security personnel with a broad, whole-of-career approach**
- **NSPD framework principles:**
 - Education, Training, Professional Experience
- **Includes National Security Education Consortium**
- **Includes “National Security Professional” (NSP)**
- **Requires publication of an implementation plan within 120 days**

State of Play (24 April 07)

- **Strategy has embraced DOD-led work re NSEC and NSP**
- **During Joint HSC and NSC DC meeting on 23 Mar, deputies agreed to review and comment (not final staffing)**

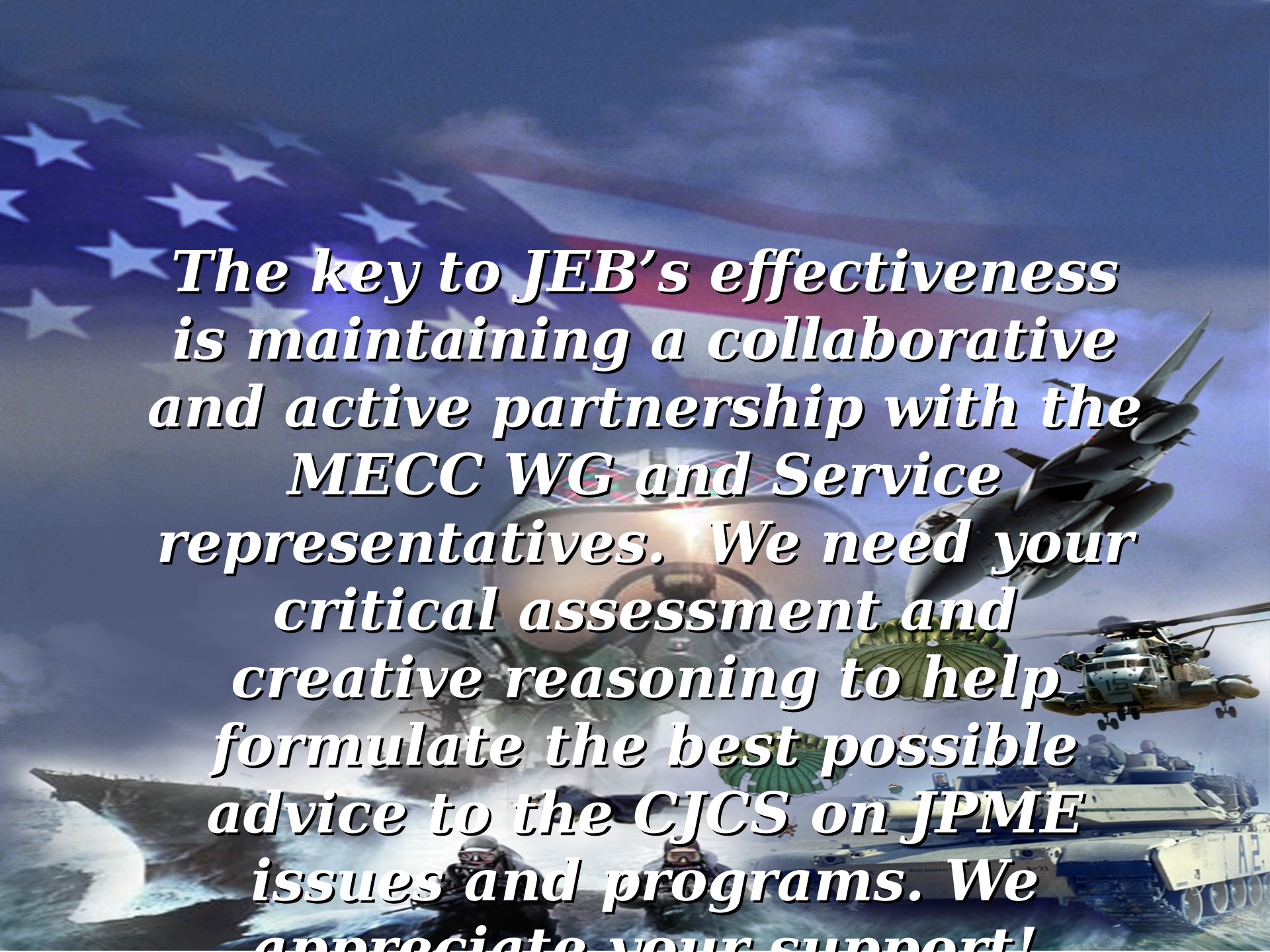


National Security Education Consortium Concept

- **NSEC an evolution of previous “NDU to NSU” (National Security University) paradigm**
 - **Consortium could include IA, Nat’l Defense U, military senior service colleges, Naval Postgraduate School, and civilian academic institutions**
 - **Addresses the broader scope of national security missions through phased approach starting with the coordination of academic systems related to core mission areas**
 - **NSEC paradigm consistent w/CJCS Guidance that “NDU remains NDU” & no negative impacts on JPME**
- **Unresolved; Scope and Governance**
- **Pilot program at NDU starts in Aug 07**



OPEN DISCUSSION

The background is a composite image featuring a large American flag in the upper left, a fighter jet in the upper right, a helicopter in the middle right, a tank in the lower right, and soldiers in the lower left. The text is overlaid on this collage.

The key to JEB's effectiveness is maintaining a collaborative and active partnership with the MECC WG and Service representatives. We need your critical assessment and creative reasoning to help formulate the best possible advice to the CJCS on JPME issues and programs. We appreciate your support!



Questions

